

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

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Program ID/Title: AGS-231/Custodial Services

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I. Goal

The goal of the Custodial Program is to deliver timely and quality services, while continuously seeking the needed feedback to improve its services to users and occupants of its assigned buildings.

II. Objectives and Policies

As a means of attaining the stated goal, the program will implement the following objectives:

- A. As a short-term objective, the program will maintain an 80% or higher customer satisfaction rating as measured through quarterly surveys of building occupants. The 80% percentile has been selected to align with the program's annual variance report, Part II "Measures of Effectiveness."
- B. Within a five-year period, policies will be implemented to improve the satisfaction to a level of 90% or better.
- C. In order to realize the stated goal and objectives, the following action plan has been developed.
 - 1. Implement on-going training for each custodian to improve efficiency, productivity and effectiveness.
 - 2. Develop a training program for the Janitor II and Janitor III positions to make them effective in performing minor repairs and ground keeping.
 - 3. Investigate the feasibility of having certain janitorial staff work non-traditional shifts to maximize productivity and cost savings.
 - 4. Develop and implement an automated inventory system to facilitate the identification and tracking of supplies used at every building serviced

5. Collect and evaluate semi-annual customer satisfaction survey for all buildings on Oahu.
6. Change over to the “team approach” to cleaning and maintaining assigned buildings.
7. Maintain staffing levels at or below, space and cost standards established by the Association of Physical Plant Administrators.
8. Investigate ways to streamline support procedures to allow staff to concentrate on customer service and responsiveness, instead of paperwork.
9. Continually develop and refine the program’s measures of effectiveness to determine how well the program is delivering services. Private sector comparisons will be made whenever possible.
10. To implement the inspection checklist for worksites by the Janitor III’s and to follow up on deficiencies.
11. Investigate ways to better coordinate repair requests with trades staff from the Building Repair and Alterations Program.
12. Complete a program reorganization to separate the Repair and Alterations section from the Public Building Management Services Branch.
13. Monitor the fluctuating cost of world oil prices in order to project and maintain the cost and usage of electricity at various DAGS managed building.
14. Train two new engineers to be able to handle the day to day operational needs of the buildings, emergency repair contracts, staff contracts and budget planning for facility needs.
15. Develop clear roles and responsibilities for the Engineers, Building Managers and Repair and Alterations.
16. Complete reorganization of the division to place the Repairs and Alterations Section under a newly created Engineer VI.

17. Initiate bid-based purchasing of custodial cleaning supplies.
18. Refine in-house training program to include formal classroom training, as available.

III. Action Plan and Timetable

Items No. 1-12 have been completed and are periodically being refined.

A. Past Years Accomplishments

Highlights of the past year's program activity are as follows:

1. A new work order system that is integrated into the existing AS 400 was developed and initiated.
2. After consultation with the UPW, a Custodial Inspection Checklist was developed and implemented.
3. Feedback to building occupants addressing concerns raised in the semi-annual custodial surveys have been formalized. Written responses to each concern raised are now distributed to building occupants.
4. Increased exposure to industry trends and developments through membership in professional organizations such as, the Building Owners and Managers Association and the Association for Facilities Engineering.

B. Year One and Two

In addition to the above, work continues in the following areas:

1. Surveys as a method to measure the level of satisfaction of building occupants with the services being provided continue to be utilized.
2. Staffing levels continue to be monitored for consistency with guidelines established by the Association of Physical Plant Administrators.
3. Increasing participation of the custodial staff in accomplishing

minor building repairs.

4. Improvement of the productivity of the floor maintenance crew that works at night.

C. Year Three Through Five

The program will continue to refine objectives that were previously identified such as, training in custodial and building maintenance skills, broadening the involvement of the custodians in the area of building maintenance and the streamlining of procedures to reduce paperwork.

The program will follow-up on unfinished objectives and any new initiatives that may be identified. As needed, priority items will be expedited.

IV. Performance Measures

A. Customer Satisfaction Measure

Semi-annual users surveys are utilized to obtain feedback to determine program effectiveness, and to identify areas that require improvement. Follow-up action will be taken to assure satisfaction whenever and wherever possible.

B. Program Standard Measure

Using the private sector as a model, performance standards will be established and used to base worker performance, expectations, and to conduct and verify internal inspections.

C. Cost Effectiveness Measure

Costs will be obtained from private sector sources and used as a guideline to determine the competitiveness of the program. These comparisons will be based on the concept of "prevailing wages".